



City of Kingsburg

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Michelle Roman
Mayor

Bruce Blayney
Mayor Pro Tem

COUNCIL MEMBERS
Sherman Dix
Staci Smith
Laura North

Alexander J. Henderson
City Manager

CITY OF KINGSBURG FINANCE COMMITTEE

SPECIAL MEETING AGENDA

September 19, 2017

6:00 p.m.

**KINGSBURG CITY COUNCIL CHAMBER
1401 DRAPER STREET**

1. **Call to order** – Chairman Bruce Blayney
2. **Public Comments** - Any person may directly address the Committee at this time on any item on the agenda, or on any item that is within the subject matter jurisdiction of the Committee. A maximum of five minutes is allowed for each speaker.
3. **Voter Approved Tax Discussion**
Possible Action(s):
 - a. Presentation by City Manager Alex Henderson
 - b. Committee Discussion
 - c. Action as deemed appropriate
4. **Adjourn**

Specifically Dedicated (2/3 Vote Threshold)

Area	Year	Measure	Term	Status	Results (% For)	Estimated Annual Yield (Where Available)	Purpose
Madera County	2017	1.00%	20 years	X	45.0%		Fire & Sheriff Services
Mendota, Fresno County	2017	1.00%	∞	-	-		Law Enforcement
Kings County	2016	0.25%	∞	X	66.0%		Public Safety
Siskiyou County	2016	0.50%	15-20 years	X	49.9%	\$4,000,000	Jail Construction Loan
Isleton	2016	0.50%	5 years	Pass	72.3%		Fire Protection Services
Isleton	2014	0.50%	5 years	X	59.6%		Public Safety and Parks
Hemet	2016	1.00%	10 years	X	63.0%		Police and Fire Services
Sanger	2016	0.75%	10 years	Pass	76.0%	\$1,900,000	Public Safety
							To reduce gang/drug crimes, maintain 911 emergency response times, provide gang/drug prevention programs; prevent cuts to and retain/maintain police officers, paramedics, firefighters; increase school/neighborhood police patrols; shall the ordinance be adopted continuing the existing voter-approved 3/4 cent sales tax with no tax rate increase, providing \$1,900,000 annually, for ten years, requiring citizens' oversight, independent financial audits, all funds for City of Sanger public safety?
Kings County	2016	0.25%	10 years	X	65.0%		Public Safety Services
Lodi	2016	0.25%	15 years	X	66.6%	\$2,800,000	Public Safety Services
Nevada City	2016	0.38%	∞	Pass	82.4%	\$432,000	Law Enforcement
							To ensure Nevada City's Fire Station remains operational, continues to provide essential fire protection, 9-1-1 response, and emergency medical services to the community, and to fund one additional Police Officer for dedicated patrol and crime prevention services, shall the City of Nevada City enact a three-eighths cent per one dollar transactions and use tax, with all funds to be spent locally, and subject to required annual financial audits and independent citizen oversight?
City of Redding	2014	0.25%	6 years	X	55.8%		Crime and Nuisance Reduction
Santa Paula	2014	1.00%	12 years	X	57.7%		Police Protection Services
City of Huron	2013	1.00%	∞	Pass	69.9%		Police Services
							To hire additional police officers for crime suppression and prevention, increased police patrols to protect neighborhoods, schools and parks and to purchase necessary related equipment or facilities to expand police protection services, shall the City of Huron enact a One Cent (\$0.01) sales taxes requiring that revenues receive from such sales tax be used exclusively for public safety purposes?

General Measure (Simple Majority Vote)

Area	Year	Measure	Term	Status	Results (% For)	Estimated Annual Yield	Purpose
Lindsay	2017	1.00%	∞	Pass	68.3%	\$908,000	General (w/ a public safety target)
Corcoran	2017	1.00%	∞	Pass	58.4%	\$1,100,000	General (w/ a public safety target)
Hemet	2016	1.00%	10 years	Pass	61.0%	\$10,000,000	General (w/ a public safety target)
To pay for police protection and crime prevention services, fire prevention and suppression services, 9-1-1 / paramedic services, other general municipal services and lawful public purposes of the City, shall the City of Hemet establish a 1% sales tax (1 cent) for 10 years only, providing \$10,000,000 annually, requiring citizen oversight committee, annual audits, and all funds remaining local?							
Long Beach	2016	1.00%	6 years	Pass	60.3%	\$48,000,000	General (w/ a public safety target)
Pittsburg	2016	0.50%	17 years	Pass	81.6%	\$3,700,000	General (w/ a public safety target)
Tracy	2016	0.50%	20 years	Pass	63.7%	\$7,000,000	General (w/ a public safety target)
To provide funding for City services/facilities, including: police (patrol, 911, command, gang/narcotics enforcement, crime investigations, other police services); fire protection, emergency, and other fire services; support services; street, median, and park repair/maintenance; senior/youth services; planning and business retention/attraction; building facilities (such as parks/sports fields); other general services; shall the City of Tracy enact a 1/2c sales tax for 20 years, providing \$7 million dollars annually, with citizens' oversight, and all funds spent locally?							
Downey	2016	0.50%	20 years	Pass	63.1%	\$9,000,000	General (w/ a public safety target)
Hollister	2016	1.00%	20 years	Pass	78.9%	\$4,500,000	General (w/ a public safety target)
To keep Hollister safe by: maintaining Hollister's public safety services, rapid 9-1-1 emergency response times, operations at all current fire stations, neighborhood police patrols, parks/recreation programs and other City services, shall the City of Hollister continue the existing voter-approved one-cent sales tax for 20 years providing \$4,500,000 annually, requiring citizens' oversight, annual audits, all funds for Hollister, with no increase in tax rate?							
Riverside	2016	1.00%	20 years	Pass	59.6%	\$48,000,000	General (w/ a public safety target)
Visalia	2016	0.50%	∞	Pass	65.3%	\$10,800,000	General (w/ a public safety target)
Madera	2016	0.50%	∞	Pass	80.1%	\$3,500,000	General (w/ a public safety target)
To maintain and improve general city services including fast response to 9-1-1 emergencies/fires, adding police officers/neighborhood patrols/youth services to reduce gang activity/drug-related crimes, repairing potholes, and maintaining local streets/parks/facilities/infrastructure, shall City of Madera establish an ongoing 1/2 cent sales tax until ended by voters, providing approximately \$3.5 million annually, requiring independent audits and all funds controlled locally?							
Vacaville	2016	0.75%	20 years	Pass	63.3%	\$14,700,000	General (w/ a public safety target)
Greensfield	2015	1.00%	∞	Pass	69.7%		General (w/ a public safety target)

COMPARATIVE SALES TAX RATES (July, 1 2017)*

Jurisdiction	Kingsburg	Huron	Reedley	Sanger	Selma	Madera	Atwater	Gustine	Los Banos	Merced	Hemet	Paso Robles
Statewide Base Rate [1]	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%	7.250%
Additional County	0.725%	0.725%	0.725%	0.725%	0.725%	0.500%	0.500%	0.500%	0.500%	0.500%	0.500%	0.000%
Additional City	0.000%	1.000%	0.500%	0.750%	0.500%	0.500%	0.500%	0.500%	0.500%	0.500%	1.000%	0.500%
Total	7.975%	8.975%	8.475%	8.725%	8.475%	8.250%	8.250%	8.250%	8.250%	8.250%	8.750%	7.750%

*Sales and use tax rates, as of July 1, 2017.

[1] Statewide Base Rate is comprised of a 6.00% Combined State Tax and 1.25% Uniform Local Tax.



STRATEGY RESEARCH INSTITUTE (SRI) has nearly three decades experience in **CONSENSUS BUILDING** among stakeholders, many with competing agendas. This includes partnering cities, counties, special districts, and JPA's in the public sector; as well as firms and special interest groups/organizations in the private sector...helping them realize their fiscal challenges and respective goals, objectives and expectations. SRI conducts both **BENCHMARK** feasibility studies and **TRACKING** polls; further, our Institute is often commissioned to design and administer public outreach efforts to explain to our Client's constituents (e.g., registered voters and/or property owners) the need for the monies being sought. .

This typically involves identifying the most appropriate funding mechanism to place on their local ballot, such as a sales tax, General Obligation Bond, parcel tax (or other form of property tax), property transfer tax, a Police benefit tax, a Utility User Tax, what-have-you; OR, a 218-type funding measure (Mello-Roos CFD, LLAD, LMD, etc.), which is authorized through a mail ballot that is sent to property owners within their respective jurisdiction.¹ We then develop 'message strategies' and craft ballot language based upon the *findings* from the scientific survey of voters and/or property owners.

Some of these funding mechanisms require simple-majority support for passage, while others (such as a Special Tax) require 2/3rds voter support to be authorized. SRI routinely "tests" up to four funding mechanisms in a single **BENCHMARK** scientific survey of registered voters and/or property owners.

Sample of Sales Tax Studies conducted, to date:

While the number of successful projects specifically involving a sales tax for which SRI has been commissioned is far too numerous to list here, perhaps it will be useful to identify (below) a half-dozen that demonstrate the level of success that our research and consulting Institute has delivered, over time; and, our Institute's role in each project.

¹ In a case that involves a 218-type funding mechanism, we typically partner with a registered Assessment Engineer, who prepares both the Engineer's Report and the mail ballot...mails out the notices and ballots to the affected property owners...and tabulate the ballots when returned.

Successful sales tax Measures

Client	Tax Measure	Purpose	Results	Required	Year
City of Rio Vista (SRI handled BOTH research & public outreach, including traditional media and social media)	Measure O	Paramedic services	81.09%	Simple majority	Nov. 2016
City of San Pablo (SRI did research, crafted BALLOT LANGUAGE & oversaw public outreach)	Measure K	Emergency Medical Services	70.8%	2/3rds YES	June 2014
City of San Pablo (SRI handled BOTH research & public outreach)	Measure Q	Public Safety	73.56%	Simple majority	June 2012
Marin County Parks & Recreation (SRI did BENCHMARK voter survey)	Measure A	Parks and Open Space Sales Tax	84.5%	2/3rds YES	Nov. 2012
Fresno COG: Fresno County and 15 cities in the County (SRI did research, wrote the ballot language, and oversaw public outreach)	Measure C	\$1.7 billion (with a 'B') a half-cent sales tax dedicated to transportation improvements throughout Fresno County.	73%	2/3rds YES	Nov. 2006
Marin County Transportation Authority (SRI did BENCHMARK voter survey)	Measure A	Half-cent County sales tax	71.22%	2/3rds YES	Nov. 2004

SRI routinely predicts actual voting behavior within 1% to 2% of reality, when statistical "*margin of error*" typically ranges between ± 4.5 to 5.8%. This unmatched track record is due, in large part, to having developed an empirically-based '*Go, No-Go Model*' that is employed to determine whether or not to move forward with placing a given tax measure on the local ballot. Many of these Initiatives require simple-majority support for passage, of course; however, in California, most funding Measures **require 2/3-voter support** for passage.

Budget parameters:

In order to permit the Client to “tailor” the research effort to its own needs and budget parameters, we are providing 9 alternative approaches. The alternative approaches differ in such determinants as: (a) length of survey AND (b) sample size. In the present case, as we understand it, the Client is dealing with approximately 6,500 register voters. We will, of course, recommend the research design and methodology that we believe to be most appropriate and cost effective for the circumstances at hand.

The first point that should be made salient has to do with sample size. When surveying the entire United States (population more than 300 mm; specifically **322,127,513** in 2016, according to the U.S. Census Bureau), the sample size typically ranges between 1,000 and 1,500 respondents. Thus, a sample size for 6,500 registered voters ranging between 100 and 400 randomly selected voters (as can be seen in the matrix below) is perfectly appropriate and cost effective; the determinant ultimately being the number of “subsets” you wish to divide the sample into.

The most useful way of discussing the “cost” of conducting a telephone survey is to show the cost in the context with other parameters of the respective survey; which is to say, compare each alternative approach based upon the key dimensions of the research design. Thus, for the sake of clarity and ease, the alternative approaches will be presented below in **matrix format**.

Sample Size	15 minutes	17 minutes	20 minutes
N=100 Sampling error ±4.5 to 5.8%	Option 1-A \$14,000	Option 1-B \$16,000	Option 1-C \$17,000
N=300 Sampling error ±4.5 to 5.8%	Option 2-A \$18,000	Option 2-B \$20,000	Option 2-C \$22,000
N=400 Sampling error ±4 to 5%	Option 3-A \$20,000	Option 3-B \$22,000	Option 3-C \$23,000

95% confidence level
Sampling error varies with size of sample
Descriptive & Advanced Statistical Analysis for ALL options

Recommended Research Design:

For a service area with the population of approximately 6,500 registered voters, the *most appropriate* and *cost effective* research design for the upcoming scientific survey is:

Option 2-B

<i>Sample Size:</i>	N=300 (Margin of Error: ± 4.5 to 5.8%)
<i>Length:</i>	Not to exceed 17 minutes
<i>Statistical Analysis:</i>	Descriptive & Advanced
<i>Fee:</i>	\$20,000

SRI's Payment Policy:

It is SRI policy to be paid one-half of the total fee upon the signing of the contract by both parties. We are paid one fourth of the contracted price when the data are gathered and the final one-fourth upon delivery of the final report to the Client.

Documented Accuracy

The accuracy of SRI's research may be best demonstrated in a statement from an official of the City of Berkeley:

"You predicted that if we followed your recommendations (based upon a scientifically-conducted telephone survey) that the bond measure would be approved by 79% of the voters. We followed your recommendations quite closely, and the measure was approved by 78.7% of the voters."

*Mr. Hal Cronkite
Assistant City Manager
City of Berkeley, Calif.*

Our Research and Consulting Institute has a wealth of experience in providing the form of "intelligence" needed for developing an effective public outreach effort.

For example, in the June 2013 election cycle, SRI orchestrated a successful funding Measure on behalf of the Lane County Sheriff's Department designed to keep convicted criminals from early release, thus, placing the general public in unwanted jeopardy. The County had placed a funding Measure on the local ballot 9 times in a row; the respective funding Measure lost all 9 times. The County then retained the professional services of SRI; we were successful the first time out. Below are a couple of quotes from the Client.

Sid Leiken, Chairman, Lane County Board of Commissioners, wrote...

The data you provided regarding voters' willingness to pay, combined with what you told us about the community's values, allowed us to craft a revenue question that received the support of 57% of our voters. Most notable is that with your help, we turned around an electorate that had said NO to nine previous public safety elections dating back to 1998.

Following is a quote from the County's Intergovernmental Relations Manager, Alex Cuyler:

Sid and I just looked back again at your predictions, Gary. After you asked the question of, "...would voters support a modest increase specifically designed to reopen beds?", you got into the threshold of willingness to pay issue. On fifty cents, your **Go, No-Go model** predicted 58% voter support. Last tally I looked at we were at 56.95%. Sid and I were just shaking our head's in appreciation for your nailing that number. Really remarkable. AC

In 2008, our Institute was commissioned by the City of Eugene, Oregon, to test multiple funding measures. This BENCHMARK scientific survey ultimately led to a successful \$35.9 million, five-year, street maintenance bond. This funding Measure had been placed on the local ballot two times previously, and failed to secure the requisite vote both times.

Perhaps the most notable example of SRI's accuracy in predicting voting behavior involves an effort on behalf of Fresno COG (Fresno Council of Governments, comprised of the County and the 15 cities located in the County). SRI was retained to assist the public agency in placing a \$1.7 billion (with a 'B') Transportation Tax Measure on the local ballot, called Measure C. The very same funding measure had been placed on the ballot four years earlier, using a competing organization; this organization predicted 72% voter support...it secured 54% YES. Thus, failed miserably. When SRI handled BOTH the voter research and the public outreach, this measure secured **78% voter support**, plus a non-solicited **8-page editorial** in the Fresno Bee, advocating a YES vote on Measure C.²

SRI's list of successful outcomes is voluminous.³

SRI adheres to a Best Practices approach AND to The Scientific Method

SRI's research adheres, strictly, to a *Best Practices* approach; more importantly, we follow, to the letter, *The Scientific Method*.⁴ Furthermore, we **TAILOR** each effort to the Client's goals, objectives, expectations, and cost parameters.⁵

² A copy of the 8-page editorial is available upon request.

³ A listing of SRI projects is available upon request.

⁴ **The Scientific Method** refers to a method of inquiry based upon empirical and measurable evidence subject to specific principles of reasoning; in other words, quantitative analysis, employing strict and proven methodologies. In this case, it will involve scientifically-designed and administered **telephone surveys**. While Focus Group research is included in the present proposal...this research design, while being appropriate and useful, is qualitative in nature, often incorporating empirical components.

⁵ There is a growing trend among research firms to encourage public agencies to go beyond telephone surveys

It should be pointed out that, with respect to **CONSENSUS-BUILDING** (which is the cornerstone of SRI's expertise) there are two (2) drivers of decision-making. These are:

- ☑ The collective **CORE VALUES** of the target population; e.g., a respective community-at-large or a given subset of the community, such as the local electorate;
- ☑ **Expectations**, which are driven by core values; in the case of a tax measure, this has to do with the THRESHOLD of *willingness to pay*.

The above two drivers of consensus-building comprise a foundation for identifying and capitalizing upon "*real community values*"; this is especially true when crafting message strategies designed to address such behavior-based matters as securing the requisite voter support for a given funding Measure.⁶

The first step is to commission a BENCHMARK scientific survey of registered voters throughout your jurisdiction. While virtually every polling firm claims to follow *The Scientific Method*, the fact is, most applied research firms do NOT know how to: (i) identify and then link the community's collective **CORE VALUES** to the desired behavioral outcome; nor (ii) identify and rank-order the collective **EXPECTATIONS** of

when addressing such matters by incorporating **focus group research** and perhaps **mail surveys** into the mix. Advocates for this approach cite a high degree of difficulty in getting registered voters, and members of the general public, to participate in telephone surveys as the justification for incorporating these added elements in the research design...pointing to the fact that many people are now asking to have their name and phone number added to the growing list of consumers whom telemarketers are forbidden to call. However, such claims are bogus. The primary motivation behind this trend is a desire on the part of the research and consulting firms to increase the size of their contract; in fact, this can easily double, triple, or even quadruple the cost of a given research effort. This is not necessary. Why?

First, the "findings" from BOTH focus group research and mail surveys are NOT "generalizable" from the sample to the population being investigated; thus, it's virtually **impossible** to accurately predict any form of decision making, especially when the end goal is social change, using focus group research and/or mail surveys.

Second, because people are receiving fewer telemarketing calls today than before these lists were made available to those wanting to avoid annoying telemarketers, it is becoming easier (not harder) for research firms, such as SRI, to secure completed interviews via telephone surveys. The truth of this observation is demonstrated by the fact that SRI's predictions of voting behavior involving tax initiatives are routinely within 1% to 2% of reality (actual voting behavior), when the acceptable "*margin of error*" in a given scientific study typically ranges between ± 4.5 to 5.8 percent.

That said, focus group research and mail surveys are extremely useful research tools that SRI routinely employs when and where appropriate. However, in our judgment, neither methodology is needed, nor cost justified, in the case at hand.

⁶ The founder and Chairman/CEO of SRI, G. Gary Manross, Ph.D., is an expert in social change; in particular, **Diffusion Theory** (introducing new and yet unaccepted ideas into social systems) and **Chasm Theory**, which grew out of Diffusion Theory. In fact, Dr. Manross' work was cited by his Mentor, Dr. Everett M. Rogers, in the classic textbook, **Diffusion of Innovations** (1995, 4th ed., Free Press, N.Y.). The late Dr. Rogers is the acknowledged "Father" of Diffusion Theory.

the target population (be it the community-at-large or a subset, thereof, such as registered voters and/or property owners).

Beyond that, as noted above, our Institute has developed the **SRI Go, No-Go Model**; for the past two decades, this model has proven to accurately predict voting behavior either spot on, or within 1% to 2% of reality...regardless of the statistical *margin of error* (which typically ranges between 4.5% and 5.8%).

The reason we use specific elections (vs. public policy research or market research) to demonstrate the inherent accuracy and power of SRI's **Go, No-Go Model**, is that there is "Tuesday"; meaning, we predict actual voting behavior outcomes that are proven either to be accurate or inaccurate.

Causal Modeling (Identifying Cause and Effect relationships)

Another of SRI's major strengths lies in its ability to conduct **cause and effects** research ('A' causes 'B' vs. 'A' is somehow related/correlated to 'B'). Once specific causes are known, **SRI strategists** can suggest solutions that lead the Client to successful planning and goal attainment.

Public Policy Research (e.g., Needs Analysis)

SRI routinely designs and administers public policy research designed to provide decision-makers with the "intelligence" needed for making "informed decisions." Several noteworthy examples follow:

- ❖ SRI was recently commissioned to conduct BOTH primary and secondary research designed to help the Department of Transportation Services in the City/County of Honolulu, Hawaii, implement its Policy Guidance involving **Limited English Proficient (LEP)** Persons (which was mandated by the Federal Transportation Agency).

Phase 1 of this project involved conducting face-to-face and telephone interviews with other DOT's that had been awarded GOA grants to address the needs of this unique population; asking them what their Agency did that worked vs. what did not work. Other public agencies and organizations that we interviewed included:

- State and local Departments of Education and public school districts;
- Local civic and community-based organizations that serve the LEP population;
- Local Workforce Investment Agency;
- One Stop Career Centers and other providers of employment and training services, especially those that cater to this subset of the community;
- ADA complementary Para-transit system

Phase 2 involved primary research, in which we conducted face-to-face interviews with **Users** and **Non-users** of the Honolulu Public Transit System, who were part of the local LEP population. Clearly, this was a complex and intricate process; but, one that turned out to be highly successful.

- ❖ Addressing **Childhood Obesity**, City of San Pablo, Ca. For the past five (5) years, we've been working with the City of San Pablo in an effort to create a comprehensive program to fight childhood obesity throughout the community. This is a multi-cultural community where childhood obesity runs unchecked. SRI conducted annual community surveys and provided oversight of three other consulting firms that specialize in designing public policy to address this challenge. This led to the development of a "Community Action Plan" that was embraced by City Council and, at the present time, is being implemented throughout the community.
- ❖ **No-Bully Bus**, Southwest Transportation Agency. STA is a JPA (Joint Powers Authority) that transports over 50% of the students in rural Fresno County, Ca. to and from school. It involves 13 school Districts.

For the past six (6) years, we've been developing a cutting-edge program designed to curb bullying on the school bus; the Agency has a zero-tolerance policy for bullying on the bus. We began with a comprehensive literature review on the topic; we survey parents and school children annually; finally, SRI employees conduct TRAINING sessions for professional bus drivers four times a year. The school districts that use STA are now asking that we bring the program into the public schools in their respective Districts.

- ❖ **Pension Reform** in the City of San Jose, Ca. This is the 10th largest City in the United States. Some retirees were being paid as much as 103% to 108% of their highest year's salary prior to retirement; this was not sustainable. We did the research needed for addressing Pension Reform among public employees; this turned out to be the first such program in the United States.
- ❖ **Healthy Parks, Healthy People** among other issues (including the reduction of **Green House Gas**), East Bay Regional Park District, Oakland, California. This is the largest regional park District in the United States. SRI has been working with the Agency on a retainer basis for over 27 years; during this time, we've helped them generate over \$1 billion through funding Measures placed on the local ballot. We've updated their Master Plan twice during this time; and we're in the process of conducting the second research effort designed to provide empirical evidence of the impact of the EBRPD on the local and regional economies. In 2012, Dr. Manross presented a paper in Melbourne, Australia, at the 1st International Congress on *Healthy Parks; Healthy People* (wherein he presented the *findings* from multiple studies on the topic). SRI handles 100% of the District's public policy research.

Dr. Manross was a co-presenter on a similar topic with the recently retired General Manager of the EBRPD, Pat O'Brien, at the 2014 NRPA (National Recreation and Parks Association) Congress, held in Charlotte, N.C. He is also a member of the International Federation of Parks and Recreation Administration.

Opinion Leadership Studies

SRI has developed a systemic approach for identifying BOTH **Opinion Leaders** and "**Influentials**" (which are two separate groups) within a given community. We also have a built in mechanism for being able to communicate effectively with these important people, which is central to developing a true CONSENSUS among stakeholders and stakeholder groups regarding any major initiative being brought forward by a given government agency.

Satisfaction/Loyalty Research

Our research and consulting Institute has in-depth expertise in developing constituent **satisfaction/loyalty models** for Agencies in the public sector. Some of these have been published in national journals and presented at professional conferences and symposiums.

Perhaps the best way to demonstrate our level of expertise in this area is to provide you with an example of our work.

We were invited to present a paper at the **4th SARR Symposium (Social Aspects of Recreation Research)**, co-sponsored by the USDA Forest Service, San Francisco State University, and The Presidio Trust. The paper is entitled: **Moving Beyond User Satisfaction to Loyalty: 10 Steps for Initiating Desired Behavioral Outcomes**. This paper was subsequently published in the official magazine published by the NRPA (National Recreation and Parks Association).

Additional documentation of our expertise in customer satisfaction/loyalty research is the fact that we are subcontractors to J.D. Power and Associates, one of the most prestigious research firms in the world that specializes in this area. J.D. Power staff do the qualitative research; SRI researchers do the empirical (quantitative) modeling. We also conduct monthly customer satisfaction/loyalty surveys for a variety of organizations in the Managed Health Care Industry, such as SafeGuard Dental HMO (recently purchased by Met-Life).

We Literally wrote ‘the Book’

Without wanting to sound immodest, SRI is perceived as being an authority on the topic of campaign development and implementation. Indeed, it’s been said that we’ve literally “written the book.” on this topic. The book is entitled: **THE IMPACT OF THEORY-DRIVEN PUBLIC OPINION RESEARCH IN STRATEGIC PLANNING.**⁷ One of the chapters in the book focuses on a study conducted involving the Oakland Fire Department, this research effort deals with the Oakland Hills Fires; the study was commissioned by the East Bay Chapter of the Public Relations Society of America.

Stellar Credentials and Extensive Experience

The Institute’s professional staff is comprised of a select team of **behavioral scientists** (both quantitative and qualitative researchers) and **strategic planners**, who have advanced degrees (most with Ph.D’s) from such academic institutions as U.C. Berkeley, The Annenberg School for Communication & Journalism, University of Southern California (USC), and New York University NYU), among others.⁸

The team leader is *G. Gary Manross, Ph.D.*, Chairman/CEO SRI.

Dr. Manross is supported by the firm’s Executive Vice President and Senior Research Associate, Mary Ann Williams; SRI’s Chief Methodologist, Richard Miller, Ph.D; and its Director of Qualitative Research, Debra L. Schultz, Ph.D.

Dr. Manross and Dr. Miller are behavioral scientists, with stellar academic credentials and years of applied experience. Ms. Williams has an M.A. in sociology and brings to the project nearly 20 years of applied experience; 16 of them with SRI. Dr. Schultz will oversee callers during the data-gathering phase of the research effort. Additional staffers will be assigned to each project on an “as-needed” basis.

Summary

The intent of the present discussion is to introduce you to our research and consulting Institute, **Strategy Research Institute.**

⁷ This book is used at both the graduate and undergraduate levels of education.

⁸ Refer to Addendum ‘A’ for bios of certain Team members

As noted at the outset (and in the Institute's slogan), the cornerstone of our organization is to BUILDING CONSENSUS among stakeholders in a given community, many of whom have competing agendas.

If you would like input from our research and consulting Institute as you go about addressing a given challenge and/or objective in your organization, please know that we are telephone close and that we monitor our e-mails quite closely. Please contact us at your convenience.



Addendum 'A'**Biographical Sketches**

Dr. G. Gary Manross, Ph.D.
Chairman/CEO
STRATEGY RESEARCH INSTITUTE

A behavioral scientist, G. Gary Manross, Ph.D., has more than 25 years experience in applied research (policy research, political research, and marketing research), and as a consultant in political communications, marketing communications, and communications management.

Dr. Manross has taught political communications at UCLA, mass media effects at U.S.C., and was Associate Professor of Communications in the California State University system, where he held a joint appointment in Advertising and Public Relations. He was the head of the Advertising Sequence when he left academe; during this period, he taught courses in applied research, integrated marketing communications (IMC), management, advertising, and public relations at both the undergraduate and graduate levels.

Prior to founding SRI, Dr. Manross held executive-level position with the largest public relations agency in the world, Hill & Knowlton, Inc., the largest state trade association in the United States, the California Association of Realtors®, plus two Fortune 500 companies, Diamond Shamrock Corporation (then 152 on Fortune 500) and Chase Brass and Copper Company.

Dr. Manross' publishing record includes numerous refereed academic journals, including the ***top-ranked paper*** internationally in the Human Communications Technology Group of the International Communication Association (ICA), which was subsequently published as a chapter in **Communication Yearbook 10**.

His research is routinely cited in both the scholarly and popular press and in classic textbooks, such as **Diffusion of Innovations** (Everett M. Rogers, 1995, 4th ed., Free Press, N.Y.). Dr. Manross is author of a paper developed in a joint effort with the late Dr. Rogers that will soon be submitted to the Harvard Business Review. He also authored a book entitled: **The Impact of Theory-driven Public Opinion Research in Strategic Planning for Winning Campaigns**, Carlton Press, NY, 1995. He is presently writing a second book entitled: **Closing the Chasm**.

His academic credentials include a B.A. in Public Relations, M.A. in Communications Management, M.A. in Communications Theory, and a quantitative Ph.D. in Communication Research, with an emphasis in Political Communications and Media Effects, from the Annenberg School for Communication and Journalism at the University of Southern California (USC.).



Richard Miller, Jr., Ph.D.
Senior Consultant/Strategic Planner
STRATEGY RESEARCH INSTITUTE

Dr. Miller began his career as a planner for the Honolulu Department of General Planning, where his responsibilities included evaluating Development Plan changes based upon population distribution and land use policies, as well as forecasting growth on the island of O'ahu by aggregate and discrete geographic areas.

He earned his doctorate is in Geography, with an emphasis on economic geography and spatial analysis, and an M.A. degree in Urban and Regional Planning, both from the University of Hawaii.

Immediately prior to joining SRI, Dr. Miller was Business Planning Manager for Health Net, Inc., where he was responsible for all business development, including the HMO's marketing research, new product development, and competitive analysis

While with Kaiser Permanente Medical Care, he held the following positions: (a) Senior Market Research Analyst, (b) Land Use/Real Estate Manager for southern California, where he was responsible for all real estate transactions and securing land use entitlements; and (c) Director of Facilities Planning and Property for the HMO's Hawaii medical facilities.

Dr. Miller is an award-winning planner, earning the *Exceptional Contribution Award* from the Society of American Institute of Architects.



Dr. Michael D. Cozzens, Ph.D.
Senior Consultant/Strategic Planner
STRATEGY RESEARCH INSTITUTE

Michael D. Cozzens earned his doctorate in Communications Research, with an emphasis in "Organizational Communications," from the Annenberg School of Communications at the University of Southern California. In addition to a B.A. in psychology from U.C. San Diego, he holds an M.A. in communication theory and research from U.S.C., and an M.A. in rhetoric from U.C. Berkeley.

Dr. Cozzens is a senior consulting and strategic planner for SRI. He routinely facilitates Town Hall type meetings, meetings of Community Advisory Committees, and focus group research, which SRI is commissioned to design and administer.

Dr. Cozzens has more than six years experience teaching research and communication-related courses in both the University of California system (U.C.L.A., U.C. Santa Barbara and U.C. Berkeley) and in the California State University system (Cal-State Fullerton), as well as at U.S.C. He teaches both the undergraduate and graduate level courses.

He is a "reviewer" for such noted academic journals as: Communication Research. and Human Communication Research; as well as for the prestige **National Science Foundation** (NSF).



Debra L. Schultz, Ph.D.
Director of Qualitative Research
STRATEGY RESEARCH INSTITUTE

As SRI's Director of Qualitative Research, Debra L. Schultz, Ph.D., is an expert in advanced interviewing techniques, strategic planning, persuasion, business communications, and multi-cultural communications. Prior to joining SRI, Dr. Schultz was a professor of communications at UCLA; prior to that, at New York University (NYU).

While in New York, Dr. Schultz was a member of the research staff of ABC's *Goodnight America* and *Good Morning America*; she also headed her own literary agency representing screenwriters, playwrights and other artists.

Her academic credentials include a Ph.D. in Communication, Arts and Science from New York University.

Dr. Schultz oversees the qualitative aspects of the Institute's research projects. These activities include, but are not limited to, field research (involving person-to-person interviewing), facilitating in focus group research (including in-depth probing strategies), descriptive research, library research and other secondary sources of information gathering.



Mary Ann Williams, M.A.

Senior Consultant/Strategic Planner
STRATEGY RESEARCH INSTITUTE

Mary Ann Williams is COO (Chief Operating Officer) for STRATEGY RESEARCH INSTITUTE (SRI); she oversees the administrative support services for every Client project.

Ms. Williams has nearly two decades of experience in communication management, administration (including human resource management), and related areas of responsibility. She is an expert in data management and data collection. Ms. Williams earned her M.A. and B.A. degrees in Sociology in the California State University system; California State University at Los Angeles and Cal-State University, Fullerton, respectively.

Mary Ann is responsible for Client services. In so doing, she works personally with virtually every SRI Client to ensure that all of their needs are being addressed in a comprehensive and timely fashion.

As such, Ms. Williams functions as a primary contact person for the Institute's Clientele



Kimball Croft, MA, and ABD
Senior Consultant/Strategic Planner
STRATEGY RESEARCH INSTITUTE

Kimball Croft directs the activities of **STRATEGY RESEARCH INSTITUTE (SRI)** and its sister firm, **INTEGRATED MARKETING COMMUNICATIONS CORPORATION (IMC Corp)**, involving introducing products, services, and ideas into the marketplace. His responsibilities involve designing and implementing integrated marketing communication consulting campaigns, especially those that involve **BUILDING CONSENSUS** among power brokers, influentials, and opinion leaders within the local community and/or region wherein deployment is taking place.

Mr. Croft has in-depth experience in overseeing the deployment of broadband technologies through local government, for example. While with his prior employer, he served as Senior Research Analyst in developing what, according to the **N.Y Times** (November 17, 2003, article posted on SRI's Web Site), has become the largest FTTH/FTTB deployment effort in the world, called **UTOPIA** (*Utah Telecommunication Open Infrastructure Agency*); and, as the FTTH On-Site Marketing and Services Consultant for a similar project in Wyoming, for the Joint Powers Telecommunications Board established by the Cities of Rock Springs and Green River.

Internationally, Kimball has consulted with various University and College Presidents regarding the integration of new technologies into a global informational-based classroom, during which time he also received a Visiting Professorship at Huanggang College, Hubei Province, in Mainland China, where he worked on plans to implement a high-tech "English Speaking" second-language village, where both students and businessmen throughout China could participate in an English Immersion Program while being trained by international businesses.

Mr. Croft earned a Master's Degree in Educational Leadership (with Distinction) from Northern Arizona University in Flagstaff, AZ, where he went on to work toward a doctorate in "Diffusion of Innovations." He holds a BA in Public Relations from Brigham Young University.

